

workbook

u.s army europe civilian personnel directorate



Kushnick & Macy Awards for Calendar Year 2004

Nominations are currently being accepted at HQDA for the William H. Kushnick and John W. Macy, Jr. awards for calendar year 2004.

These awards recognize the outstanding achievements of Department of the Army civilians.

The William H. Kushnick Award recognizes valuable and creative contributions and achievements in any aspect of the Army Civilian Human Resource Program.

The John W. Macy, Jr. Award recognizes an Army military or civilian member for excellence in the leadership of Army civilians. It is intended to identify and recognize role models whose teams set the standard for other leaders.

The Secretary of the Army or his designee will present the awards in a ceremony scheduled for May 19, 2005.

All nominations must be endorsed by the MACOM commander and all contributions that support the award nomination must have culminated during calendar year ending December 31, 2004.

Nominations are due in the HQUSAREUR G1, Civilian Personnel Directorate, by 17 January 2005 for consolidation prior to forwarding to the DA G-1 by the suspense of 31 January 2005.

For more information on specific criteria and nomination format, please visit <http://www.cpol.army.mil/library/news/04km-awards.html>

Staying Informed on the National Security Personnel System

by Jeannie Davis, Director, Civilian Personnel Directorate

This year has almost slipped by again- here we are, nearing the holiday season! It has gone quickly, and has been a busy one. One of the most significant pieces of news this past year for DOD civilians was, and continues to be, the development of the National Security Personnel System (NSPS) and you will see an article in this edition of the workbook about this new civilian human resource management system.

Many of you saw Secretary of Defense Rumsfeld on the news last year, discussing his concern that the current federal civil service system was too slow and unresponsive for a nation at war. The legislation that put NSPS in place was a response to those concerns. I hope that

you have had an opportunity to attend a NSPS Townhall meeting in your area to learn more about what the system will and will not do, and what the plan is for its final development. The bottom line, though, is that you need to be informed! DOD has an extensive web site (check the article on page 10 for the URL) that is frequently updated with the latest changes and events, and I urge you to watch that site and send in feedback via the link provided there. Then, be sure to take the necessary time to review the details of the program when they are published in the Federal Register, and make comments within the established timeframe. Stay informed and involved - this is a huge change for us and we all need to take responsibility to know what happens and provide our thoughts!

The Army Incentive Awards Board is seeking nominations for the Decoration for Exceptional Civilian Service (DECS) Award. The DECS is the highest award granted by the Secretary of the Army to career Army civilian employees who have performed exceptional service. Nominations for the DECS must meet specific award criteria as described in AR 672-20, Chapter 8.

Nominations for the DECS must be forwarded to HQUSAREUR G1, Civilian Personnel Directorate by 30 November 2004. Approved awards will be held for presentation at the March 2005 awards ceremony. For additional information, please contact 375-2582.

CHRMA WEBSITE CHANGE

Effective 1 October 2004, the familiar site, known as the “CHRMA web site, located at www.chrma.hqusareur.army.mil became accessible through two new locations.

The U.S. Army Europe gateway to access information for civilian personnel, living and working overseas, local courses offered for employee training and development, and management tools is now located at <http://www.chra.eur.army.mil>.

Information on Appropriated Funds, Non-Appropriated Funds and Local National civilian personnel policies, procedures and programs, such as contingency guidance, pay information, awards, and recruitment and retention incentives, is now located at <http://www.per.hqusareur.army.mil/cpd>. Users can also access the new Civilian Personnel Directorate (CPD) site from the CHRA site.

Why the change? As of October 2003, CHRMA transitioned to a new organizational structure, the U.S. Army Civilian Human Resources Agency. Formerly the U.S. Army Civilian Personnel Operations Center Management Agency, it officially became a Field Operating Agency of the Deputy Chief of Staff, G1, Department of the Army headquarters, with the CHRA headquarters in Aberdeen, Maryland.

All Civilian Personnel Operations Centers and Civilian Personnel Advisory Centers located in CONUS and OCONUS were joined into the new structure. The Civilian Personnel Directorate did not realign under CHRA. As the office responsible for providing MACOM-level guidance on programs and policy on U.S. and Local national civilian personnel, CPD remained as part of the HQ USAREUR, G1.

Please change your bookmarks to the new web sites!



National Security Personnel System

Knowledge of the NSPS system is the key to understanding

NSPS has been a popular topic lately and has some individuals optimistic while others are worried. There are facts and rumors coming from all directions. The key to the success of a new personnel system is that everyone understands how the system will work and the impact it will have on all of us. To help in understanding, we need to look at the background as well as the current information on NSPS.

Congress authorized the NSPS in the fiscal year 2004 National Defense Act. President Bush signed it on November 24, 2003. The law allows the Department of Defense (DoD) to establish new rules for more flexible and streamlined processes for recruiting, hiring, advancement and promotion, pay administration and performance management, job classification, labor management relations, discipline, adverse actions and employee appeals. NSPS will *not* change merit systems principles, veteran's preference, rules against prohibited personnel practices, anti-discrimination laws, leave and attendance rules, travel and subsistence rules, or rules governing employee training, health insurance, retirement benefits, or safety and drug abuse programs. The design process for NSPS is outlined in the law cited above, and includes full partnership with the Office of Personnel Management (OPM), collaboration with employee representatives, and notification to Congress prior to implementation. The law authorizing NSPS provides a framework but does not prescribe the specific elements of the new system. DoD intends to build NSPS in full support of National Security goals and objectives.

The National Defense Authorization Act also delivers other new personnel flexibilities for the Department,

including permanent authority for voluntary early retirement and separation incentive pay for force restructuring, elimination of the pay offset for civil service retirees who are rehired in DoD, and authority to hire up to 2,500 highly qualified experts (with special pay).

On 24 May 2004, Mrs. Mary E. Lacey was named as the Program Executive Officer (PEO) for the NSPS. Mrs. Lacey reports directly to Secretary England, who reports to Secretary Rumsfeld. The first employers are scheduled to start using the new system by July 2005, and other groups by January 2006. Full implementation is planned by 2008.

Our country's national security demands a highly responsible system and an ability to expand the civilian workforce...

During the period 27 July - 17 September 2004 working groups developed design options for NSPS. They considered input from several sources: Focus Groups, previous personnel demonstration projects, NSPS legislation and previous alternatives, input from union leadership meetings, and the principles of modern human resources management systems. The following principles were

established to guide the system design.

- Put mission first - support national security goals and strategic objectives
- Respect the individual, protect rights guaranteed by law
- Value talent, performance, leadership and commitment to public service
- Be flexible, understandable, credible, responsive, executable
- Ensure accountability at all levels
- Balance Human Resources interoperability with unique mission requirements
- Be competitive and cost effective

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Placement of Civilians Returning from Duty in the Balkans



With the restructure of the USAREUR mission in the Balkans, many of the positions that were filled by civilians are no longer required. As civilians return from these positions, managers and proponent organizations need to be aware of the responsibilities and procedures regarding the placement options for these employees.

First, some positions were filled on a temporary basis. Temporary employees can be terminated with a reasonable notice; normally this is a pay period, but in certain circumstances it can be less. Term employees can be terminated once it is determined that there are no other term positions in the Balkans for which they are qualified that may be encumbered by another term employee with lower RIF standing. Temporary and term employees must be provided a written notice in the event of termination.

For positions filled by permanent employees, there is an order of precedence to be followed within USAREUR. At any time, if there are any questions about these procedures, your servicing CPAC should be contacted for assistance.

1. An affected employee is provided placement in another Deployed Manning Document (DMD) position for which qualified, either at a deployed location or in the Central Region.

2. The proponent takes action to place the individual within its own assets in the Central Region. All fill actions and vacancies within the proponent's organization must be evaluated against the skills of its affected employees in the Balkans.

3. The proponent contacts other USAREUR organizations to assist in placing the employee. In this case, the proponent coordinates with other organizations to assure that the affected employee is considered for any vacancies for which they may be qualified.

4. The Civilian Human Resources Agency - Europe (CHRA-E) assists proponents with identifying placement opportunities for affected employees. If proponents cannot identify valid placement opportunities for the affected employees, CHRA-E has agreed that they will provide assistance by reviewing vacancies in Europe against the skills of the affected employees.

The Civilian Human Resources Agency - Europe (CHRA-E) assists proponents with identifying placement opportunities for affected employees.

5. If placement does not occur through the above efforts, management may consider curtailing an affected employee's tour in lieu of RIF, as a final option. Employees who are eligible may exercise return rights or be placed in the DOD Priority Placement Program (PPP). The proponent is responsible for providing appropriate work for the employee, while registered in PPP.

Of course, affected employees always have the option of applying for other positions, worldwide, for which they qualify.



EMERGENCY VISITATION TRAVEL (EVT)

The Joint Travel Regulations (JTR), Volume 2, was revised 19 May 2004 to authorize government funded Emergency Visitation Travel (EVT) of an eligible employee or family member (generally, one or the other, not both) to travel at government expense to the Continental United States (CONUS) or non-foreign area Outside the Continental United States (OCONUS) (or other location in certain situations). This travel is for a family emergency such as serious illness or injury of an immediate family member, death of an immediate family member, or other special family circumstance. EVT is not authorized for travel within the country of assignment or when the employee is on leave or TDY in CONUS when notification of the emergency is received.

EVT is an entitlement and approval is mandatory when eligibility criteria are met. Managers and supervisors, in coordination with the servicing Civilian Personnel Advisory Center (CPAC), are responsible for determining the eligibility of the employee or family member. The employee must be serving on a civilian transportation agreement to be eligible for the EVT benefit. The employee's organization is responsible for providing the travel authorization using DD Form 1610. Request and Authorization for temporary duty (TDY) travel, once eligibility has been established. Eligibility determination must be documented on the order. The accounting citation to be used will be determined by the organization's resource management office.

The Benefits & Allowances menu selection on the USAREUR, G1, Civilian Personnel Directorate (CPD) web site at <http://www.per.hqusareur.army.mil/cpd> provides detailed information regarding EVT eligibility.

Civilian Advisory Board

Establishment of High Level Board is in the works at HQDA to Champion Civilian Issues

The Army is in the process of establishing a Civilian Advisory Board (CAB) to champion civilian issues/concerns to the Chief of Staff, Army, for both the Competitive and Excepted Services. The CAB will be comprised of civilian seniors at the Senior Executive Service (SES) level or equivalent and by General Officers, and thus strengthen the bonds between uniformed and civilian members of the Army. The membership list of the CAB has not yet been finalized but will consist of representatives from MACOMs and the Army Staff and from selected Functional Chief Representatives from the Career Programs. The recommendation for a board to represent civilians at HQDA was one of the approved recommendations from the Army Training and Leader Development Panel-Civilian (ATLDP). The final ATLDP study report is available on the Army homepage.

Proposal for Civilian Education System (CES)

The Army Training and Leader Development - Civilian study, referenced above, resulted in twelve general and forty specific recommendations for changes in civilian training and leader development. All of these recommendations were approved by the Chief of Staff of the Army and are in various stages of implementation. In addition to the establishment of the CAB (above), the ATLDP-C panel recommended the transfer of function for civilian leadership training from the HQDA G-1 to the G-3 to permit consolidation of all leader development under one proponent. That transfer has just been completed.

TRADOC has been tasked to develop an education system for civilians to develop leadership skills at the earliest levels. As a result, TRADOC recently circulated and received comments on a draft proposal that builds on the existing Civilian Leader Core courses. The proposal suggests the expansion of leadership training and development to all pay plans and grades, in keeping with the approved recommendations of the study. Training is envisioned to combine computer based training with residence training, preceded by pre-tests, to permit more focus for each student. TRADOC proposes that the CES will be similar to, and integrated with, Soldier-leader development, and will focus on developing essential interpersonal and managerial skills.

The goal is to establish common military and civilian leader competencies, and to integrate CES with other initiatives currently being developed, such as the National Security Personnel System (NSPS) and the Senior Army Workforce (SAW). It is also expected that policy will be modified to make this training mandatory and link it with promotions to leadership positions. Resource requirements have been validated, but have not yet been committed.

Consideration Being Given to Expansion of Entitlements for Deployed Civilians

The HQDA G-1 is in the process of submitting a change to legislation that will give expanded entitlements to civilians that are deployed in support of contingency combat operation. Specifically, they are seeking to use Deployment Temporary Change of Station (DTCS) for Civilian Employees instead of TDY or Permanent Change of Station (PCS). This change is the direct result of initiatives taken by HQ USAREUR, G-1 and G-3, and CHRA-E to call attention to problems with current regulation that do not meet the needs of our civilians who deploy in support of contingency operations. A summary of the proposal follows, but changes are likely to occur:

Purpose and Scope: The proposal establishes benefits and entitlements for civilians on long-term deployments of six to thirty months. The current regulatory and legal bases for deploying civilian personnel on Temporary Change of Station (TCS) do not meet the needs of the 21st Century military force.

Priority Advanced: This proposal supports the President's Management Agenda for the strategic management of human capital, the SECDEF initiatives and priorities for developing a 21st Century fighting force, and the DOD initiatives for the National Security Personnel System (NSPS).

Action Sought: Add Section 1599 (e) to Title 10 USC, Chapter 81, Civilian Employees, and modify Title 5 USC 5304, 5923, 6305(a). This initiative modifies the content of the JTR Volume II, Chapter 5, Part O.

Legislative History: Many of these initiatives were recommended for consideration as a part of the input on the deployment aspects of the NSPS, and were coordinated with other Army MACOMs as a part of that process.

Funding Impact: There may be increased costs in terms of payment of Hardship Post Differential (HPD) and incidental expenses. Since the HPD is already paid to civilians deployed to Iraq and Afghanistan, the cost is minimal.



HELP KEEP THE PEACE

consider civilian employment downrange

The US Army Europe has job opportunities for civilians in fields such as Safety, Information Technology, Supply, Education, Security, Force Protection, and more. These are remote field positions, located in the Balkans, and the Army offers a generous compensation package that may include a relocation bonus, danger pay, or foreign post differential.



visit the human resources website at
<http://www.chra.eur.army.mil> or
<http://www.per.hqusareur.army.mil/cpd/>
to find out more information
or call DSN 370-6986
or civilian 06221-57-6986

ORDERING CIVILIAN AWARDS



Civilian Personnel Advisory Centers (CPACs) in Europe no longer maintain stocks of medal sets, pins, and accompanying certificates for honorary civilian incentive awards. Unit supply officers must procure medal sets and pins through the General Services Administration, Federal Supply Services, or the Defense Personnel Center (Directorate of Clothing and Textiles) (DPSC-F00A), 2800 South 20th Street, Philadelphia, PA 19145.

Organizations ordering certificates are encouraged to order only minimal quantities required for immediate use in order to prevent stockpiling of civilian certificates. Unit publications clerks may order certificates to accompany incentive awards through the Army in Europe Publishing System (AEPUBS).

Organizations ordering medal sets, pins, and accompanying certificates will ensure that awards are approved by the proper approval authorities according to AR 672-20 and AE Supplement 1

<https://www.aeaim.hqusareur.army.mil/library/spl/ar672-20-s1.htm>.

Publications clerks in battalion-sized units with a lieutenant colonel commander signing the certificates may order the following (applicable references to AR 672-20 are shown in parentheses):

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DA Form 2442, Certificate of Achievement (para 8-9).

DA Form 2443, Commendation Certificate (paras 2-6 and 8-10).

DA Form 4592, Certificate of Promotion (para 8-13).

DA Form 5654, Achievement Medal for Civilian Service (para 8-6).

DA Form 7013, Certificate of Appreciation (General) (paras 8-11 and 9-7).

OPM Form WPS-101 through -105, length-of-service certificates for up to 25 years of service (para 10-1).

Publications clerks in brigade-sized units with a colonel commander signing the certificates may order the following:

DA Form 4689, Commander's Award for Civilian Service (para 8-5).

DA Form 5231, Commander's Award for Public Service (para 9-4).

USAREUR organizations may request the following certificates from the Incentive Awards Administrator, Civilian Personnel Directorate, Office of the G1, HQ USAREUR/7A, who maintains them for approval by and for the signature of the CG, USAREUR/7A, or the DCG/CofS, USAREUR/7A, as appropriate:

DA Form 5652, Civilian Award for Humanitarian Service (paras 8-8 and 9-6).

DA Form 7012, Certificate of Appreciation for Patriotic Civilian Service (para 8-7).

DA Form 7015, Decoration for Meritorious Civilian Service Certificate (para 8-3).

DA Form 7017, Outstanding Civilian Service Certificate (para 9-3).

OPM Form WPS-106 through -110, length-of-service certificates for 30 to 50 years of service (para 10-1).

NOTE: Non-USAREUR organizations may request these certificates from their MACOMs.

Servicing CPACs can provide guidance on award approval authorities. Commanders must work with CPACs to ensure that awards are processed and approved according to Army and Army, Europe policy before certificates are signed and presented, and to ensure that records of awards are maintained in employee official personnel files.



DEVELOPING LEADERS

Improving employee performance and cultivating leaders for tomorrow requires time and commitment. It is important for supervisors to recognize leadership potential and mentor those individuals. When supervisors spend time fostering employees, they grow as well.

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It is a supervisor's responsibility to ensure their employees are professionally trained and developed, and to prepare them for future positions of increasing responsibility.

The Army is very serious about this responsibility. It is addressed in Field Manual 22-100, Army Leadership, as well as locally in the Army in Europe Command Policy Letter 25, Civilian Employees and Leader Development.

Additionally, every supervisor has a DA standard on their Total Army Performance Evaluation System (TAPES) support form, the Organizational Management and Leadership Performance standard, to evaluate how well they "*develop[s] subordinates*

through mentoring, counseling, providing challenging training and work assignments and timely performance evaluations."

The Army provides courses at all leadership levels, from entry level supervisors to senior managers. Some of these courses, such as Leadership, Education and Development (LEAD) and Personnel Management for Executives (PME), are open to employees who are not yet in supervisory positions, but show potential as leaders. This allows supervisors to begin cultivating employees for future leadership positions so they have a strong foundation and are ready for that first supervisory assignment.

New supervisors in the organization need the opportunity to

attend leadership courses early in their new assignment. Organizations often promote high-performers to supervisory positions and assume they will adapt quickly to their new role. Supervision requires an entirely different set of skills. It is especially important to mentor and coach these new supervisors, providing open and honest feedback and guiding them in identifying the skills they need to sharpen. The investment managers make in their new supervisors is vital to their long-term success as a leader.

Finally, supervisors must make sure they don't neglect their own professional health. Today's leaders must commit to lifelong learning. This cultural shift is critical to keep pace with the

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ARMY MANAGEMENT STAFF COLLEGE

FORT BELVOIR, VA



The Army Management Staff College (AMSC) conducts a 12-week resident course on leadership (or a

one year non-resident course) titled Sustaining Base Leadership for Managers (SBLM). The college recognizes that this is a long period of time to be away from the work place. In an effort to meet the demands of today's workforce and also meet the Army's civilian leadership development needs, AMSC is piloting a new way to deliver the education for those who live in the metro area. The SBLM-Metro program (the official designation for this class is SBLM05-M) will begin in January 2005. Provided the pilot goes well, this may become a permanent alternative means of training.

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changes in the workplace. There are a variety of advanced leadership courses available to continue honing leadership skills. It is important to regularly assess strengths and weaknesses and then identify training and self-development activities tailored to growth and development.

A schedule of centrally funded courses for FY 2005 and information about each course, including application and board dates, can be found under Leader Development on the Civilian Personnel Directorate (CPD) website at <http://www.per.hqusaureur.army.mil/cpd/>. You will also find a link to the new "Charting the Course" brochure, a valuable tool for identifying leadership training for yourself and your employees. It provides an overview of the Army sponsored leadership training opportunities for all levels of leaders from team leaders and entry-level supervisors to senior managers.

Leader development is a life-long and multi-faceted process. Preparing leaders for tomorrow requires a mix of formal classroom training and self-development initiatives. Watch for the article on Fostering Self-Development in the winter issue of the Manager's Newsletter to learn more!

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Use or Lose Leave Year Ends

The leave year for civilian employees ends on 8 January 2005. As this date is rapidly approaching, managers must ensure that their employees have scheduled all "use or lose" annual leave. If "use or lose" leave can not be used prior to 8 January 2005, restoration of annual leave is possible, but only under the following three conditions:

Administrative Error, Exigency of the Public Business, or Sickness or injury of the employee

Leave that is forfeited at the end of the leave year can only be restored if it was scheduled in writing prior to the beginning of the third pay period before the end of the leave year (or, prior to 28 November 2004) and could not be used due to mission requirements, sickness, injury, etc. Emergency Essential employees in a combat zone need not have had leave scheduled in advance in order to qualify for restoration.



WHERE TO FIND POSITION DESCRIPTIONS

Question:

How can I quickly find sample job descriptions?

Answer:

You have access to a database of all Army's position descriptions. Go to the CHRA web site, click on Links, and go to Civilian Personnel On Line (CPOL), then click on "Tools", and "FASCLASS." Move your cursor to the top left hand section and a block will appear titled "Search Position Data". Click on it and enter your query requirements, for example, "Security Specialist" with the "080" series.

Proposed regulations will be drafted and published in the Federal Register this winter. A public comment period, statutory collaboration with unions, and adjudication of stakeholder's comments on the draft regulations will start following publication.

Town hall meetings are being used to tell the NSPS story, curtail rumors, and provide current information as the new system is developed. The goal is to make sure that everyone is informed and ready to take on the challenges and responsibilities of implementing NSPS. These meetings, hosted by senior leaders, provide attendees information about the status of the NSPS, key milestones, and the opportunity to ask questions.

The first town hall meeting in Heidelberg took place on 19 August 2004 at the Patrick Henry Village Pavilion. This session allowed participants the opportunity to learn first-hand about the important changes that are coming. Other town hall meetings were held in Stuttgart and Kaiserslautern on 18-19 August 2004. Additional meetings are being conducted through October and early November in Germany, Italy and Belgium. The key message of NSPS is that the CHR program must be flexible to meet the demands of a fast paced environment while maintaining the enduring values of merit principles and veterans' preference. Our country's national security demands a highly responsible system and an ability to expand the civilian workforce to include more significant participation in combat support functions. This allows DoD to manage civilians and military based on a total force perspective.

"Spiral One" is the term being used for the initial piloting of NSPS. It will be a phased-in approach to the implementation of NSPS and is targeted for summer 2005. Organizations that submitted nominations to participate in Spiral One are currently under review, with selections scheduled for announcement in November or December 2004. Extensive training programs are currently being designed to ensure the workforce has the necessary skills and knowledge to successfully implement NSPS.

DOD civilians should visit the NSPS Web site at <http://www.cpms.osd.mil/nsps/> for additional information. Other sources of information include the Civilian Personnel On-line site at <http://www.cpol.army.mil/library/general/nsps> and the USAREUR web page at <http://www.per.hqusareur.army.mil/cpd/>.